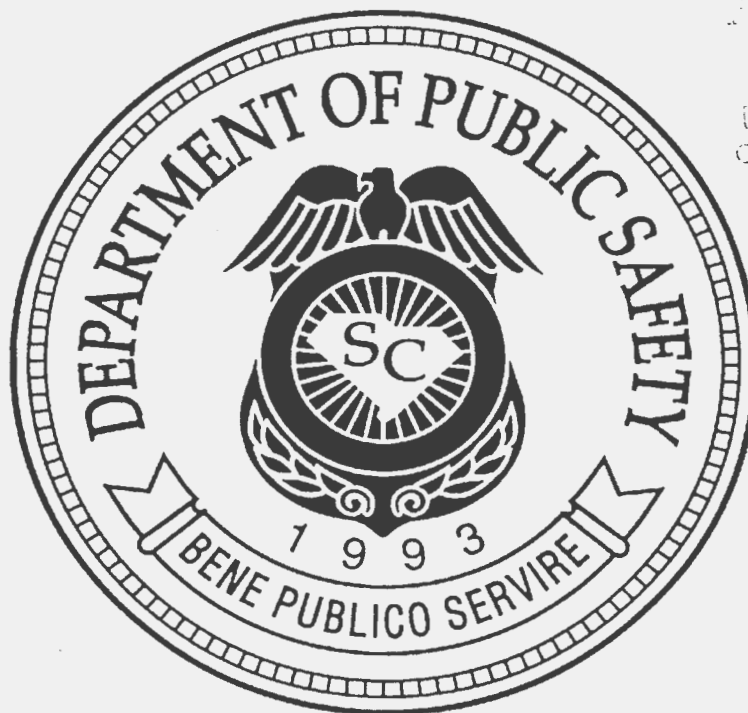


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*STATE OF  
SOUTH CAROLINA*

*DEPARTMENT OF PUBLIC SAFETY*



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OFFICE OF STATE BUDGET

*Agency Accountability Report*

*Fiscal Year 1998-99*

*October 15, 1999*

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STATE DOCUMENTS

***S.C. Department of Public Safety  
Agency Accountability Report***

***Table of Contents***

<i>Transmittal Letter</i>	<i>2</i>
<i>Executive Summary</i>	<i>3</i>
<i>Mission Statement</i>	<i>5</i>
<i>Vision and Values Statements</i>	<i>6</i>
<i>Administration</i>	<i>7</i>
 <i>Description of Programs and Services</i>	
<i>Highway Patrol</i>	<i>14</i>
<i>State Transport Police</i>	<i>16</i>
<i>Bureau of Protective Services</i>	<i>19</i>
<i>Criminal Justice Academy</i>	<i>20</i>
<i>Division of Motor Vehicles</i>	<i>22</i>
<i>Office of Safety and Grants</i>	<i>24</i>



# South Carolina Department of Public Safety

Office of the Director

October 14, 1999

Ms. Karen Amos  
S.C. Budget and Control Board  
1122 Lady Street  
12<sup>th</sup> Floor  
Columbia, SC 29201

Dear Ms. Amos:

I am pleased to provide you with the Department of Public Safety's Annual Agency Accountability Report for Fiscal year 1998-99.

If you need and additional information, please feel free to contact me.

Sincerely,

B. Boykin Rose  
Director

/bb

## **Executive Summary**

The South Carolina Department of Public Safety was established on July 1, 1993 following the passage of the Government Restructuring Act by the South Carolina General Assembly. The Act and additional restructuring in subsequent years have effectively brought together under the aegis of the Department of Public Safety several agencies or components of agencies which today are identified as the Criminal Justice Academy, the Law Enforcement Hall of Fame, the State Highway Patrol, the Bureau of Protective Services, the State Transport Police, the Division of Motor Vehicles and the Office of Safety and Grants. The union of these components into one independent state agency substantially changed the way South Carolina's public safety system operates and today offers an unparalleled opportunity to make government services provided by these offices more professional, efficient, customer responsive and responsible than ever before to the public safety needs of the citizens of South Carolina.

Fiscal Year 98-99 was a very productive year for the Department characterized by significant systems improvements, enhancements to service delivery capabilities, and cost savings, resulting in increased safety and quality of life for the taxpayers of South Carolina.

Each division of the Department of Public Safety set specific goals for FY 98-99 aimed to improve services and enhance the safety of citizens. Specifically, the Highway Patrol endeavored to serve the citizens of South Carolina by effectively, professionally, and fairly enforcing the S.C. Motor Vehicle Laws in an effort to reduce crashes, injuries and fatalities along South Carolina highways; the State Transport Police sought to insure the responsible enforcement of all state and federal laws governing the movement of commercial motor vehicles in and through South Carolina to protect the motoring public; the Bureau of Protective Services continued to provide for the protection of the Governor, First Family, Lieutenant Governor, members of the House and Senate, as well as the employees of state offices in the capital city; the Criminal Justice Academy sought to continue to improve the quality of law enforcement services in South

Carolina by educating criminal justice professionals with the best law enforcement training and procedures available; the Division of Motor Vehicles continued to refine systems in an effort to effectively and efficiently administer the motor vehicle laws of the state and to improve service availability to customers; the Office of Safety and Grants set targets for improved customer service, improved availability of grant funding information to stay ahead of current and emerging trends in law enforcement, crime prevention and highway safety in the formulation of grant recommendations.

**Significant performance results for the Department of Public Safety during FY 98-99 include:**

**Project Phoenix:** In order to transition to Phase II of the project, DMV constructed an RFP for the design and implementation of a new IT system. This RFP was awarded to CACI in May 1999, launching the initial steps of Phase II. To complement the new IT system, a contract for Business Process Reengineering was awarded to Pricewaterhouse Coopers LLP to begin to modify our processes to fit with the new technology. To insure the success of the project, Pricewaterhouse Coopers was also awarded a contract for Internal Verification and Validation (risk management). This process will tie the technology and business process reengineering together and will identify potential risks to the project.

**Safety and Grants:** The state has recently realized a significant increase of 5% in the statewide use of safety belts. This usage, currently at 64.8%, directly translates into lives saved and a reduction in serious injuries. The DPS Office of Safety and Grants coordinates the Occupant Protection program in South Carolina and has recently been notified by the National highway Safety Transportation Administration that the Office now qualifies for an additional \$1.5 to \$2 million in occupant protection funds annually for the next four years. These added resources will be applied directly to encouraging the use of safety belts and making our highways safer.

**KPMG Performance Review:** DPS is continuing to monitor implementation of the comprehensive review performed by KPMG Peat Marwick LLP. Of the 62 recommendations made by KPMG, DPS has completed 36 or 58% to date.

## Mission Statement

The South Carolina Department of Public Safety exists to ensure the safety of South Carolina's citizens and visitors. The employees of the Department of Public Safety fulfill this mission by:

*enforcing the traffic, motor vehicle, and motor carrier laws;*

*administering driver's licenses, vehicle titling and registration;*

*educating the public on highway safety;*

*administering highway safety and criminal justice grant programs;*

*operating a comprehensive law enforcement training program and certification process; and*

*providing security and safety services for public officials as well as state properties.*

## Vision Statement

*"The South Carolina Department of Public Safety is trusted and respected as a model state agency, recognized for delivering quality services in an efficient and effective manner."*

## Values

### **Employees**

*Employees are the agency's most valued assets.*

### **Integrity**

*Employees conduct themselves with honesty and professionalism.*

### **Mutual Trust and Respect**

*Customers and employees are treated in a fair and impartial manner.*

### **Commitment to Customer Service**

*Customer satisfaction results from providing quality services while treating each person with respect.*

### **Pride in Group Success**

*Employees work together with mutual trust and respect to achieve goals and celebrate successes.*

### **Continuous Improvement**

*Employees continuously evaluate and improve processes and make informed decisions to offer efficient and effective customer service.*

### **Acceptance of Change**

*Understanding, participating in, and accepting change is essential to meeting the agency's challenges and opportunities.*

## Administration

**Cost: \$10,961,196.00**

\$9,141,361.00 (State)  
\$1,738,634.00 (Other)  
\$ 81,201.00 (Uninsured)

**Goal:** To effectively coordinate and support the program areas of DPS in accomplishing their mission.

**Objectives:**

- 1) *Information Technology:* Continue implementation of Project Phoenix Phase II with the Division of Motor Vehicles.
- 2) *Human Resources:* Review the employment process to determine if it can be operated more efficiently.
- 3) *Mail Services:* Qualify for pre-sort postage rate for agency mailings.
- 4) *Office of Professional Responsibility:* Utilize a case progress tracking system for internal investigations.
- 5) *Audit Services:* Assist management in effectively discharging their responsibilities by providing analyses, recommendations and information through internal audits, reviews and consultative services.
- 6) *Executive Affairs:* Coordinate and promote the Department of Public Safety's public information activities, media relations and programs and legislative initiatives. Ensure media participation during special events and promotions as well as maximum media participation for DPS news briefings and news conferences.
- 7) *General Counsel:* Implement the new DUI laws (Senate Bill 174) from the perspectives of both law enforcement and administrative suspensions.
- 8) *General Counsel:* Improve the tracking of civil cases involving the agency.
- 9) *General Counsel:* Implement the new uninsured motorist statutes (Senate Bill 254) from perspective of both law enforcement and motor vehicle division.



- 10) *General Counsel*: Inform agency employees of statutory changes that occurred during 1998-1999 legislative session.
- 11) *General Counsel*: Assist with the implementation of statute requiring DPS to install video cameras in all traffic enforcement vehicles in the state.
- 12) *Capital Improvements and Compliance*: Conduct a statewide survey and master plan for all of the 256 DPS facilities over the next 24 months.
- 13) *Supply*: Ensure all requisitions from the supply warehouse are 100% accurate.
- 14) *Accounting (General Accounting)*: Coordinate timely and accurate accumulation of all financial information and distribution of financial reports for DPS; reconcile all data with the State Comptroller General's Office; audit all accounting records for adequate control and compliance; and monitor/control the automated accounting system to ensure that all areas are in compliance with generally accepted accounting principles.
- 15) *Accounting (Accounts Payable)*: Process all payments for operations and travel for DPS in an accurate and timely manner and in compliance with generally accepted accounting principles.
- 16) *Accounting (Payroll)*: Accurately and promptly compensate all employees in compliance with state guidelines and deadlines and in compliance with generally accepted accounting principles.
- 17) *Accounting (Grants Accounting)*: Provide financial management support to the Office of Safety and Grants and to the subgrantees who have received federal funds to ensure compliance with state and federal laws and regulations; responsible for fiscal financial monitoring and on-site visits to each area.
- 18) *Accounting (Revenue Accounting)*: Properly and accurately review and record all revenue transactions and deposit of funds received by DPS; prepare, record and collect on all departmental receivables; distribute related financial reports in compliance with state and federal rules and regulations and in compliance with generally accepted accounting principles.
- 19) *Accounting (Capital Projects)*: Monitor and report on all transactions related to repairs, maintenance, renovations, land and/or building acquisitions, and capital improvements for the Department.
- 20) *Procurement*: Support DPS' mission through efficient and effective procurement services by streamlining the procurement process and implementing new statewide innovations.

21) *Training and Development:*

(a) Provide a wide variety of training and development programs for DPS employees which address critical training needs in a cost-effective manner.

(b) Provide cost-effective reward and recognition programs for all DPS employees.

(c) Implement a tuition assistance program for all DPS employees.

**Performance Measures:**

1) *Information Technology:* Phase II of Project Phoenix is in the 5<sup>th</sup> month of a 24-month development cycle. In May of 2000, Project Phoenix should see a major milestone of a complete hardware upgrade for DMV, including the field offices. DMV headquarters is currently being renovated to handle the new technology. This project should be complete in November. Phase II of Project Phoenix should be completed in May 2001.

2) *Human Resources:* An audit by the Department of Public Safety Audit Services section was conducted during the last fiscal year. Recommendations from the audit are now under consideration.

3) *Mail Services:* In Fiscal Year 1999, 1.5 million pieces of permit imprint First Class mail at 32 cents per piece versus the presort rate of 29.5 cents per piece were mailed (\$480,000 at 32 cent rate, \$442,500 at 29.5 cent rate, potential savings if presorted is \$37,500); and an estimated 360,000 pieces of permit imprint post cards at 20 cents per piece versus 18 cents per piece were mailed (\$72,000 at 20 cent rate, \$64,000 at 18 cent rate, potential savings if presorted is \$7200.

4) *Office of Professional Responsibility:* During Fiscal Year 1998-99, OPR utilized a case progress tracking system for internal investigations. During this time period, 85 cases were opened/activated and each investigation took an average of 66.6 days to complete, including all internal reviews. This was compared to an average of 76 days in Fiscal Year 1997-98. Additionally, 60 cases were closed during that time period.

5) *Audit Services:* During fiscal year 1999, the Office of Audit Services (OAS) completed 5 audits with a total of 61 recommendations being issued, 1 follow-up audit and 7 special projects. During this period, the OAS underwent reorganization to include a name change from the Office of Internal Audit and added a Compliance Manager position. This position is responsible for monitoring, updating and reporting on all external and internal audits and reviews, i.e. KPMG Performance Audit, long-range planning, etc., to ensure adherence to recommended implementation plans and time frames. Also, under the auspices of the State Auditor's Office, OAS along with representatives from the Criminal Justice Academy and the Department of Probation, Parole and Pardon Services audited randomly selected counties and municipalities for the purpose of reviewing compliance in the collection and remittance of court fine

revenues and assessments. OAS staff members were actively involved in several DMV teams as part of Project Phoenix.

6) *Executive Affairs:* Public Information Offices (PIOs) from each of the Highway Patrol's seven districts, the State Transport Police, the Bureau of Protective Services and the Office of Professional Responsibility are deployed statewide to respond quickly to media inquiries, promote educational material through the media and personal appearances and organize special events. In the 1998-99 Fiscal Year, the Office of Executive Affairs responded to more than 3,000 inquiries and generated approximately 2,800 newspaper and magazine clippings pertaining to DPS.

7) *General Counsel:* Produced a 45-minute overview videotape about new laws that were passed and a 3-hour comprehensive videotape to provide a more detailed explanation of the new laws. Worked closely with DMV to produce a Notice of Suspension form that gave all necessary information to public and to law enforcement officers about law, rights and procedures. Wrote and distributed an outline of changes in the law and procedures resulting from S.174. Revised procedures for administrative hearings officers to accommodate a 50% increase in number of hearings, without any increase in personnel or funding.

8) *General Counsel:* Developed and implemented a system to more closely track activity in civil actions against the agency. The Office of General Counsel is working more closely with attorneys hired by the Budget and Control Board to defend the State's interests.

9) *General Counsel:* Assisted DMV personnel in developing new procedures concerning new uninsured motorist laws enacted in 1998. Also coordinated with the Department of Insurance and the insurance industry to assure parallel administration of law. Developed and distributed to the public a brochure that explained the new requirements for providing proof of insurance.

10) *General Counsel:* Published and distributed within the agency a looseleaf book that summarized all statutory changes that affected DPS and included copies of all acts.

11) *General Counsel:* Attorneys have attended all meetings of the video camera committee and actively participated in development of a plan for distributing cameras throughout the State to assure that distribution is equitable across all geographic areas and agencies.

12) *Capital Improvements and Compliance:* Final report on statewide survey and master plan to be issued to the Agency Director as of December 1, 2000.

13) *Supply:* In addition to improvements made in cycle time, a quality control procedure has been implemented for all outgoing shipments. Supervisors in Supply ensure that all outgoing shipments are 100% accurate and that the supply inventory remains accurate at all times. This procedure also identifies and uses pulling errors as a

training tool to prevent future errors. A total of 6,405 requisitions were processed in FY 1999. (4,951 DPS and 1,454 non-agency) Since implementation of quality control procedures in April 1999, the error rate has gone from 3.06% to 0%. (47 errors out of 1,536 requisitions identified and corrected)

14) *Accounting (General Accounting)*: During FY99, the General Accounting staff distributed monthly management reports to all users within 5 working days after the close of the month compared to 10-15 days from the prior year. All data was reconciled timely. Audits of voucher and journal entries kept the error rates down to less than one percent or .1%.

During FY99, the General Accounting Office worked jointly with the Information Technology Office to provide all DPS divisions/offices on-line access to financial information. The number of on-line users increased by over 50% and is expected to continue to rise. The General Accounting Office also worked jointly with the Procurement Office to implement an agency Procurement Card for purchases of small supply needs. Once this program is fully implemented and expanded, a reduction in the number of vouchers processed and a reduction in the paper documents will result in greater efficiency within the General Accounting, Accounts Payable and Procurement areas.

15) *Accounting (Accounts Payable)*: The Accounts Payable staff processed 36,764 vouchers and 898 Inter-Departmental Transfers during fiscal year 1998-99. The area of travel reimbursements had been one targeted area for improvement in turn-around time. During FY99, the average turn-around time (within the Accounting Office) for travel reimbursement requests and regular vouchers was 2 days and 4.6 days respectively. During FY99, the Accounting Office implemented the use of a direct pay voucher. This system improves the efficiency and decreases the paper flow with the DPS community. Direct pay vouchers may be used for goods and services that are exempt from the Procurement Code, including postage, post office box rentals, registration fees and membership dues.

16) *Accounting (Payroll)*: The Payroll Office performed in an exceptional manner during FY99 processing approximately 66,785 payroll checks and direct deposits for a total of \$75,607,152 in a timely manner. Throughout the year, only nine (9) hand checks were requested for the agency for a total of \$34,939. These hand checks resulted from various unusual and unique situations which required special circumstances, i.e. legal settlements, delayed field office communications, etc. These efforts resulted in a 99.9% rate of accuracy. During FY99, the Payroll Office intensified their use of technology and improved their procedures for timesheet review and data entry. As a result of these efforts and improvements, one full time position was released from this area and utilized in Revenue Accounting.

17) *Accounting (Grants Accounting)*: At the close of FY99, the Grants Accounting Office had 574 active grants. Monitoring visits had been conducted on 123 grants or

21.43%. During FY99, Grants Accounting concentrated on improving the processing time for Requests for Payment (RFPs) from subgrantees. Currently, these Requests for Payment are being submitted within 3.4 days. Grants Accounting has developed an on-line grants master listing which details all recipients, grant numbers, financial information and monitoring history. This listing is a valuable tool for management and audit purposes.

18) *Accounting (Revenue Accounting)*: During FY99, Revenue Accounting submitted 9,317 invoices for goods and services. These billings covered registration and title history information, summons books, other license information, investigative reports, etc. These goods and services were billed to other state agencies, police departments, county offices and federal agencies. A new database was designed to capture and report dishonored check information. This Microsoft Access database streamlines administrative processes within the areas and allows for more accurate and timely reporting. This new process will enable us to respond faster to inquiries from the field and enable us to merge files and print letters from the file. We average 300-400 returned checks monthly and have an average collection rate of less than 60 days. Revenue Accounting has continued to develop more user friendly revenue reports for management. This information is vital to budget projections, cash flow, and effective overall management of the agency.

19) *Accounting (Capital Projects)*: During FY99, an on-line master listing and the related reports were completed to track all capital project expenditures for the DPS. This listing is a valuable tool for management and auditing purposes. A Capital Project Team was established within the areas of Financial Services to establish a continuing flow of communication related to the status of all existing projects.

20) *Procurement*: The DPS Procurement Card Program was implemented during FY98-99. Procurement cards were issued to employees approved and authorized by their Deputy Directors to make small, routine job-related procurements in a more timely and cost efficient manner. These procurements are restricted to commodities (supplies) only and are further restricted by agency procedures. Section liaisons have been established to help monitor this program. Three large contracts, which comprise Phase II of Project Phoenix, have been successfully solicited, awarded and are being monitored. The contracts include the Independent Verification and Validation Contract (IV&V), Project Phoenix Software Development and Hardware Contract and the Business Process Review Contract (BPR). The IV&V contractor monitors the progress and assesses the risks of the new system's rollout. The BPR contractor analyzes the current DMV "people" processes and recommends changes, additions, deletions, etc. as deemed most efficient and effective with the new system.

21) *Training and Development:*

(a) Provide a wide variety of training and development programs for DPS employees which address critical training needs in a cost-effective manner.

Number of different programs offered through Training Catalog: 51

Number of training sessions held: 89

Number of employees who have attended programs: 1694

Cost per program/per employee trained:

(Professional Development-\$12)

(Leadership Development-\$17)

Attendance rate of programs offered: 19.03 students

Proportion of positive program evaluations received: 4.6 out of 5

A Leadership Development Training Series for DPS Law Enforcement Officers is underway in which approximately 185 middle management law enforcement officers (corporals and sergeants) will receive 38 hours of training in the areas of Leadership, Time Management, Preventing Sexual Harassment, EPMS, Disciplinary Actions, Writing Position Descriptions, Family Medical Leave Act, Effective Communication, Diversity, Conflict Resolution, and Meeting Leading. The cost per officer to provide this training is \$170 for the entire series. Program evaluations received have averaged 4.7 out of possible 5 in the areas of quality of instructor, written materials and ability to apply the information to the job.

(b) Provide cost-effective reward and recognition programs for all DPS employees.

Number of employees recognized: 303

Cost per person recognized: \$17.69

(c) Implement a tuition assistance program for all DPS employees.

Number of tuition assistance applications received: 19

Dollar amount of financial assistance awarded: \$16,246

## Programs and Services

**Program Name:** *Highway Patrol*

**Program Cost:** \$53,094,951.00

\$47,641,646.00 (State)

\$ 18,995.00 (Federal)

\$ 3,277,455.00 (Other)

\$ 2,156,855.00 (Uninsured)

**Program Goal:** To serve the citizens of South Carolina by enforcing the South Carolina Motor Vehicle Laws in a fair and professional manner in an effort to reduce collisions, injuries and fatalities on our roads and highways.

**Program Objectives:**

- 1) Effectively enforce the traffic laws for the state of South Carolina; and investigate all traffic collisions within our jurisdiction, with special emphasis on driving under influence.
- 2) Schedule and deliver proactive in-service training that will address current and future needs of the Patrol while fulfilling all requirements of state law.
- 3) Provide two Patrol training classes.
- 4) Provide the necessary statistics to the Patrol and District supervision to enable them to properly allocate their resources and more closely attain our goals.
- 5) To provide positive efforts to ensure that the most qualified applicants are chosen. Aggressive and assertive recruiting efforts are employed with special emphasis on attracting minorities and female applicants.
- 6) Implement the Fatality Reduction Enforcement Effort, which includes a campaign that utilizes concentrated enforcement, prevention, and public awareness resources to target locations in South Carolina with historically high traffic fatality rates.

## Performance Measures:

- 1) The Patrol issued 517,136 citations of which 9,317 were DUI arrests. Additionally, 459,005 warnings were issued. The Patrol investigated 73,077 collisions during the fiscal year.
- 2) A total of 226 classes covering 53 different subjects were provided during the fiscal year. There were a total of 82,749 subject hours and 4,443 attendees.
- 3) SCHP 72nd BASIC July 6 to November 20, 1998, 35 troopers graduated. SCHP 73rd BASIC January 18 to June 4, 1999, 28 troopers graduated.
- 4) The recruiting section made and will continue to make a serious and earnest effort to attract and recruit minorities. A total of 662 recruiting contacts were made during the fiscal year including 119 black females, 139 white females, 106 black males, 278 white males, 7 other females, and 13 other males.
- 5) Implementation of the Fatality Reduction Enforcement Effort focuses on reducing the number of fatal collisions in South Carolina. The 90-day campaign is evaluated after each 30-day period. The figures prepared by the Statistical Analysis Center of the Office of Safety and Grants contain data from the same time period in the previous year. The reports also compares restraint usage. The Patrol and STP also submit summaries indicating what type of cases were made and the percentage related to leading probable causes of fatal collisions.





<b>Program Name: <i>State Transport Police</i></b>
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**Program Cost: \$7,751,119.00**

\$3,869,624.00 (State)  
\$1,090,794.00 (Federal)  
\$2,790,701.00 (Other)

**Program Goals:** To reduce crashes, injuries and fatalities through enforcement of state and federal laws governing commercial motor vehicles (CMVs) and administration of regulatory programs affecting intrastate and interstate commercial motor vehicles.

**Program Objectives:**

- 1) To decrease the number of CMV crashes in South Carolina;
- 2) To remove unsafe CMV drivers and vehicles from our roads;
- 3) To protect the environment from hazardous materials being inappropriately and illegally transported on our roadways; and
- 4) To reduce premature deterioration of South Carolina's roads and bridges through the Size and Weight Enforcement Program.

**Performance Measures:**

- 1) Serious CMV crashes decreased from 2722 in FY 1998 to 2616 in FY 1999. Fatality CMV crashes increased from 105 in FY 1998 to 108 in FY 1999.
- 2) Total CMV driver out-of-service (OOS) violations decreased from 2,581 to 2,451 with 2,203(2,280 in FY 1998) drivers placed OOS. Total vehicle OOS violations decreased from 10,709 to 10,536 with 5,181 (5,399 in FY 1998) vehicles placed OOS. Safety inspections decreased from 38,193 in FY 1997 to 35,388 in FY 1998 to 33,605 in FY 1999. However, these trends have been more offset by increases in the number of vehicles weighed, decreases in the number of serious crashes, increases in the number of audits conducted and increases in the number of citations issued. Additionally, the Division has played an expanded role in



special operations at the Department while suffering a reduction in enforcement troop strength during the referenced time frames which has impacted these efforts.

3) Special CMV enforcement activities for detection of driving under the influence, commercial drivers license violations, and drug abuse interdiction disclosed 155 violations in FY 1999, an increase of 6 percent over FY 1998 and removed 142 violators from the highways in FY 1999 compared to 109 in FY 1998, an increase of 30 percent.

4) In FY 1998, 26 of 84 (31%) trucking companies investigated were not in compliance with safety regulations. In FY 1999, these figures were 34 of 94 (36%). Fines assessed, compliance orders, or compliance letters were issued to 31 (39 in FY 1998) of the 94 companies investigated.

5) In FY 1999, 927,316 vehicles were weighed compared to 544,074 in FY 1998 with 11,809 citations issued vs. 8,329 in FY 1998.

6) In FY 1998, 5,087 motor carrier companies held International Registration Program (IRP) accounts. These companies registered 19,862 power units and trailers. During FY 1999, 5,782 companies held IRP accounts, registering 22,325 power units and 974 trailers, for a total of 23,299 pieces of equipment. These totals reflect a 14 percent increase in IRP account holders and a 17 percent increase in registered equipment over the FY 98 totals.

7) In FY 99, 4,654 International Fuel Tax Agreement (IFTA) accounts were serviced representing 28,947 transactions. As of June 30, 1999, there were 3,506 active accounts, compared to 3,241 accounts for FY 98. This represents an 8 percent increase in active accounts.

8) In FY 99, 307 IFTA and IRP audits were conducted resulting in \$64,323.69 in assessments. This compares to 192 audits resulting in \$25,694 in assessments in FY 98.

9) The Townville Weigh Station, the first major construction project in support of the SCDPS-STP *Weigh Station Facilities Strategic Five Year Plan* using Federal Aid-to-Highways Title 23 funds, was completed this year. The Weigh Station opened for 24-hour, seven days a week operation on April 12, 1999.

10) The State Transport Police prepared and published its initial *Commercial Vehicle Monitoring Facilities Strategic Five Year Plan* in May 1999. Commercial Vehicle Monitoring Facilities are the primary means for addressing safety issues involving commercial motor



vehicles as well as protecting our transportation infrastructure. The Plan identifies actions that South Carolina must take to achieve a reduction in highway crashes, fatalities, and injuries to the motoring public and damage caused to highways, bridges, and the environment.

11) South Carolina's Intelligent Transportation Systems for Commercial Vehicle Operations (ITS/CVO) Business Plan was prepared and formally accepted by the Federal Highway Administration on May 20, 1999. This business plan represents the successful collaborative effort by the SC Department of Public Safety's State Transport Police, the SC Department of Transportation, the South Carolina Trucking Association, and the Federal Highway Administration and signifies South Carolina's commitment to using ITS technologies to improve the safety and efficiency of commercial vehicle operations.



<b>Program Name: <i>Bureau of Protective Services</i></b>
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**Program Cost: \$2,783,945.00**

\$1,650,120.00 (State)

\$1,133,825.00 (Other)

**Program Goals:** Provide security for the Governor, First Family, Lt. Governor, members of the House and Senate, State House, Capital Complex, Supreme Court, Courts of Appeal, and other designated state offices.

**Program Objectives:**

- 1) To maintain a cost-effective, professional service contract with state agencies in order to maintain contractual security.
- 2) Increase service delivery through coordination with SLED, House and Senate security and local law enforcement.
- 3) Continue in-service training to maximize professional security, including explosive ordinance detection.

**Performance Measures:**

- 1) Contractual services were extended with DHEC, the Department of Labor, Licensing and Regulation, the Department of Probation, Parole and Pardon Services and the Commission for the Blind based on satisfactory performance of duties.
- 2) Special joint operations utilized to overcome challenges of interim State House during renovations. Security was continued with no increase in criminal activity despite relocation of General Assembly and requisite offices. Responded to 173 criminal incidents and 716 non-criminal incidents.
- 3) Patrols using the explosive detection K-9 Unit were continued by providing periodic instruction in areas such as explosive materials identification at various training locations such as Savannah River Site. BPS utilized CERT Team Instructor training with a goal towards implementing a CERT Team for BPS.



<b>Program Name: <i>Criminal Justice Academy</i></b>
--

**Program Cost: \$5,875,507.00**

\$ 467,509.00 (Federal)

\$5,407,998.00 (Other)

**Program Goals:** To improve the quality of law enforcement services in South Carolina by educating criminal justice professionals in the best enforcement training and procedures available.

**Program Objectives:**

- 1) Continue accreditation status through the Council on Occupational Education.
- 2) Support the Department of Public Safety's efforts to achieve national accreditation through the Commission on Accreditation for Law Enforcement Agencies, Inc.
- 3) Provide sufficient numbers of Basic Law Enforcement, Basic Jail Training and E-911 Training to meet the demand for new law enforcement officers, local detention officers and E-911 telecommunicators.
- 4) Develop training programs, provide resources and establish a network of delivery systems which meet the training needs of the law enforcement community.
- 5) Continue to revise and refine the Basic Law Enforcement and Basic Jail Training programs with the goals of securing a more effective learning environment, enhancing the quality of performance of the graduating trainee and imparting the best quality training available.
- 6) Research and develop a series of fitness standards for Basic Law Enforcement Training comprised of physical, educational, and psychological standards which must be met by each trainee prior to acceptance for training.
- 7) Deliver sufficient numbers of School resource Officer Classes to support Governor Hodges Safe Schools initiative.



## **Performance Measures:**

- 1) The South Carolina Criminal Justice Academy remains accredited by the Council on Occupational Education (COE) for Fiscal Year 1998-99.
- 2) The Academy supported the Department's successful bid to become accredited nationally through the Commission on Accreditation for Law Enforcement Agencies, Inc. awarded in August 1998.
- 3) For FY99 a total of 957 Basic Law Enforcement Officers, 388 Local Detention Offices and 170 E-911 Telecommunicators were certified. These 1,515 officers certified compared with 1,706 certified during FY98. The main reasons why the figures are down for FY99 are that the Academy was faced with lessened demand for training coupled with the fact that the Basic Law Enforcement program was extended from 2 to 3 weeks in length.
- 4) Advanced/Specialized training was delivered through a network of 81 satellite reception sites via 62 separate teleconference broadcast reaching 3,908 students. An additional 23 telecourses were broadcast which reached 1,437 students. Academy instructors delivered 76 Advanced/Specialized courses at the Academy for 1,979 students.
- 5) Continuing improvements in mandated program areas have resulted in better trained professional exiting the Academy. Chiefs, Sheriffs and administrators have been very supportive of our efforts and have been pleased with the resulting improvements.
- 6) Our Chief Psychologist headed a panel comprised of law enforcement representatives from around the state seeking to establish minimum standards for entry into the Academy regarding physical, education and psychological standards. While work on this project was not completed in FY99, we anticipate implementation during FY2000.
- 7) During FY99, the Academy delivered 6 School resource Officer classes resulting in 241 SROs being certified. These numbers met all training demands for this particular school in FY99.



<b>Program Name: <i>Division of Motor Vehicles</i></b>
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**Program Cost: \$35,859,164.00**

\$28,336,791.00 (State)

\$ 7,174,149.00 (Other)

\$ 348,224.00 (Uninsured)

**Program Goals:** To administer effectively the motor vehicle laws of the state including driver licensing and license suspensions, vehicle registration and titling and compliance with minimum liability insurance requirements as well as the registration of voters and organ donors.

**Program Objectives:**

- 1) Project Phoenix-Successfully transition from Phase I to Phase II of the project.
- 2) Field Services-Effectively administer all laws and mandates and deliver quality customer service at the branch level.
- 3) Driver Services-Effectively administer all laws and mandates and deliver quality customer service pertaining to accurate driver records, qualification of Commercial Driver's License Operators, and the detection of uninsured motorists.
- 4) Vehicle Services-Administer all laws, mandates and policies concerning motor vehicles registered in South Carolina, monitor the operation of motor vehicles dealers and wholesalers licensed in South Carolina, maintain accurate records of motor vehicles registration and titles and provide quality customer service.

**Performance Measures:**

- 1) Project Phoenix-In order to transition to Phase II of the project, DMV constructed as RFP for the design and implementation of a new IT system. This RFP was awarded to CACI in May 1999, launching the initial steps of Phase II. To complement the new IT system, a contract for Business Process Engineering was awarded to PriceWaterhouseCoopers to begin to modify our processes to fit the new technology. To ensure the success of the project, PriceWaterhouseCoopers was also awarded a contract for Internal Verification and Validation



(risk management) This process will tie the technology and business process reengineering together and will identify potential risks to the project.

2) Field Services-DMV has installed Q-Matic systems in the 10 highest-volume offices. A take-a-number system has been established in approximately seven other branch offices. These systems eliminate customers standing in long lines. PC-based daily reports are generated which show average and maximum wait times for all transactions, transaction volume and employee productivity.

3) Driver Services-DMV has worked to eliminate the need for manual handling of required financial responsibility forms. The total documents processed annually are 570,277. Currently, approximately 20% of these documents are handled electronically, reducing processing time tremendously. This number should increase significantly next year. Electronic processing will also reduce postage costs next year, as it reduces the need for random sampling.

4) Vehicle Services-The following is a list of major accomplishments:

- a) Maintained records of 3.14 million motor vehicles registered in South Carolina.
- b) Coordinated review of legislation introduced affecting DMV. Over 100 pieces of legislation were reviewed and impact statements were prepared.
- c) Improved customer service by providing training concerning vehicle services to employees and citizens. Training was provided to DMV employees, county veteran's affairs officers and telecommunications offices.
- d) Implemented new form (MV52) used by branch offices to replace two forms previously used. Implemented Form MV51 which is a reusable form.
- e) Processed titles more efficiently by utilizing a continuous feed printer to replace a drop feed printer.
- f) Implemented a fax process for the abandoned vehicles process that was previously handled by mail.
- g) Cross-trained employees in the Mail-In Unit to improve work flow.
- h) Implemented an inventory control process for audited forms such as title paper, license plates, placards and registration forms.





<b>Program Name: <i>Office of Safety and Grants</i></b>
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**Program Cost: \$3,273,616.00**

\$1,445,112.00 (State)

\$1,196,939.00 (Federal)

\$ 631,565.00 (Other)

**Program Goal:** The Office of Safety and Grants (OSG) administers highway safety and criminal justice grant programs by developing, reviewing and accounting for projects and activities which further the goals of enhancing public safety and increasing the highway safety of the citizens of South Carolina.

**Program Objectives:**

1) To apply broad analytical and research techniques so as to provide the South Carolina Public Safety Coordinating Council with accurate and comprehensive information upon which to make grant funding decisions.

2) Perform increased, effective on-site monitoring of all projects and programs.

**Performance Measures:**

1) The Office of Safety and Grants is preparing a comprehensive grant funding strategy for the South Carolina Public Safety Coordinating Council which will encompass all criminal justice grant programs. The strategy will further coordinate the funding initiatives towards broad goals established by the Council. The Office has, in addition, been administering several new grant programs such as the BulletProof Vest Partnership Program and the Juvenile Accountability Incentive Block Grant Program.

2) Monitoring of all criminal justice grant programs is on schedule. Extensive technical assistance is also being provided to jurisdictions upon request.



## *Highway Safety*

1) The Office of Safety and Grants has contributed to, working with the Highway Patrol and other DPS divisions, the development of a *Highway Fatality Reduction Initiative*. The purpose of the initiative is to target high-risk counties and corridors to reduce the number of fatal crashes during the calendar year.

2) The Office of Safety and grants has been successful in applying for and receiving special federal incentive funds of over a half million dollars aimed at reducing driving while impaired offenses. The Office has also received notice from the National Highway Traffic Safety Administration that, because the states' safety belt usage rate has increased significantly (currently to 64.8%), we now qualify for an additional \$1.5 to \$2 million in funds. These awards, which roughly doubles the size an scope of South Carolina's program, will be used to further promote safety belt usage in order to meet national goals.

